

**The Claims**

1. (Previously presented) A method for measuring intellectual capital of an enterprise comprising:

identifying one or more intellectual capitals to be measured, wherein each intellectual capital comprises:

human capital comprising one or more capabilities of one or more individuals associated with the enterprise;

structural capital comprising experience and expertise of the enterprise embedded in one or more processes, policies, and systems associated with the enterprise; and

external capital comprising a value of one or more business relationships of the enterprise with one or more entities;

selecting a set of metrics that are present within the identified intellectual capitals, the set of metrics comprising one or more metrics present within the human capital, one or more metrics within the structural capital, and one or more metrics within the external capital, wherein the set of metrics comprises one or more monetary metrics and one or more non-monetary metrics;

assigning values to the set of selected metrics;

scaling the set of valued metrics, wherein the scaled non-monetary metrics and monetary metrics are operable to be mathematically associated; and

quantifying the identified intellectual capitals based on the scaled metrics.

2. (Original) The method of Claim 1, wherein the human capital is determined based on a plurality of parameters, including one or more of the following:

competency information;

performance of staff;

training and education of the staff;

attitudes of the staff;

usage of contractors; and

experience of staff.

3. (Original) The method of Claim 1, wherein the structural capital comprises innovation capital and process capital.

4. (Original) The method of Claim 3, wherein the innovation capital is determined based on a plurality of parameters, including one or more of the following:

- internal communications regarding inventions;
- external communications regarding the inventions;
- patent protection; and
- delivery to market of products or services embodying the inventions.

5. (Original) The method of Claim 3, wherein the process capital is determined based on a plurality of parameters, including one or more of the following:

- internal investment;
- business improvement;
- collaboration among staff;
- support tools for the staff;
- information sharing; and
- speed and quality of deliveries.

6. (Original) The method of Claim 1, wherein the external capital comprises supplier capital, customer capital, partner capital, and image in market.

7. (Original) The method of Claim 6, wherein the supplier capital is determined based on a plurality of parameters, including one or more of the following:

- a satisfied supplier index;
- success in leveraging internal suppliers to external markets; and
- customer satisfaction with suppliers.

8. (Original) The method of Claim 6, wherein the customer capital is determined based on a plurality of parameters, including one or more of the following:

- capabilities of customers;
- relationships with the customers; and
- satisfaction of the customers.

9. (Original) The method of Claim 6, wherein the partner capital is determined based on a plurality of parameters, including one or more of the following:

- a partner satisfaction index;
- customer satisfaction with a partner; and
- competence enhancing partners.

10. (Original) The method of Claim 6, wherein the image in market is determined based on a plurality of parameters, including one or more of the following:

- image in a community;
- market analysis ratings;
- white papers published;
- attendance at external seminars;
- hosting of the external seminars; and
- industry recognition awards.

11. (Previously presented) The method of Claim 1 further comprising defining a relationship between financial capital and the intellectual capital.

12. (Original) The method of Claim 1 further comprising creating a radar diagram, wherein the radar diagram comprises:

- a plurality of scaled axes, wherein each scaled axis represents one of the metrics present in the intellectual capital; and
- a point on each axis to represent the quantified metric.

13. (Original) The method of Claim 12, wherein quantifying the identified intellectual capitals based on the scaled metrics comprises determining the total area enclosed in the radar diagram.

14. (Original) The method of Claim 2, wherein the competency information is determined based on a plurality of metrics, including one or more of the following:

- experience in a competency type; and
- experience of workforce.

15. (Original) The method of Claim 2, wherein the performance of staff is determined based on a plurality of metrics, including one or more of the following:

- turnover;
- median age of staff in organization;
- succession planning;
- revenue generating staff/efficiency of organization;
- internal grading;
- professional internal grading;
- timely appraisals;
- number of days absenteeism;
- mentored staff;
- social network mapping;
- knowledge sharer performance; and
- leverage effect.

16. (Original) The method of Claim 2, wherein the training and education of the staff is determined based on a plurality of metrics, including one or more of the following:

- training investment;
- education level per staff member; and
- training provided.

17. (Original) The method of Claim 2, wherein the usage of contractors is determined based on a plurality of metrics, including one or more of the following:

- revenue generating staff/efficiency of organization;
- time not spent on productive work; and
- value added per staff member.

18. (Original) The method of Claim 4, wherein the internal communications regarding inventions is determined based on a plurality of metrics, including one or more of the following:

- best practice shared;
- usage of best practices;
- usage of a piece of knowledge;
- new ideas generated; and
- white papers published.

19. (Original) The method of Claim 4, wherein the patent protection regarding inventions is determined based on a plurality of metrics, including one or more of the following:

- number of patents owned;
- value of patents owned; and
- number of patents proposed.

20. (Original) The method of Claim 4, wherein the external communications regarding inventions is determined based on a plurality of metrics, including one or more of the following:

- published internal achievements;
- words in print;
- external seminar hosting; and
- work being done by academic bodies.

21. (Original) The method of Claim 4, wherein the delivery to market of products or services embodying the inventions is determined based on a plurality of metrics, including one or more of the following:

- capabilities to market;
- services sold;
- time to market; and
- investment in own research and development.

22. (Original) The method of Claim 5, wherein the internal investment is determined based on a plurality of metrics, including one or more of the following:

- investment in internal structures;
- benefits attributable to internal projects;
- spend on internal IT systems; and
- spend on knowledge sharing facilities.

23. (Original) The method of Claim 5, wherein the business improvement is determined based on a plurality of metrics, including one or more of the following:

- improvement suggestions; and
- improvement suggestions implemented.

24. (Original) The method of Claim 5, wherein the collaboration among staff is determined based on a plurality of metrics, including one or more of the following:

- time saved by leveraging;
- time to market;
- number of processes leveraged;
- number of projects leveraged;
- knowledge bank;
- potential cost savings from shared information; and
- potential increases in revenue from shared information.

25. (Original) The method of Claim 5, wherein the support tools for the staff is determined based on a plurality of metrics, including one or more of the following:

- volume of Email passed around the company;
- intranet accessibility;
- number of different facilities used to access information; and
- tool availability for staff.

26. (Original) The method of Claim 5, wherein the information sharing is determined based on a plurality of metrics, including one or more of the following:

- potential cost savings from shared information;
- information availability for staff;
- completed documents for repository;
- knowledge sharer performance;
- documented processes; and
- documented templates available for sharing.

27. (Original) The method of Claim 5, wherein the speed and quality of deliveries is determined based on a plurality of metrics, including one or more of the following:

- delivery speed and quality;
- number of processes with reduced cycle time;
- rate of defective deliverables provided to customers;
- time taken to resolve a customer problem;
- customer problem resolution;
- time taken to resolve customer problems; and
- time taken to locate a resource.

28. (Original) The method of Claim 8, wherein the capabilities of the customers is determined based on a plurality of metrics, including one or more of the following:

- number of organization enhancing customers;
- value of organization enhancing customers;
- number of staff competence enhancing customers;
- number of competence enhancing customers;
- number of image enhancing customers;
- customer spend on staff competence; and enhancing projects.

29. (Previously presented) The method of Claim 8, wherein the relationships with the customers is determined based on a plurality of metrics, including one or more of the following:

- win/loss index;
- customer spend with business;
- referenceability;
- proportion of large customers;
- longevity of customers;
- frequency of repeat orders;
- value of repeat orders;
- devoted customers ratio;
- profitability per customer;
- contract renewals;
- contract terminations;
- number of staff per customer; and
- time spent interfacing with customer.



30. (Original) The method of Claim 8, wherein the satisfaction of the customers is determined based on a plurality of metrics, including one or more of the following:

- satisfied customer index;
- number of customer visits to company;
- new customer site reports;
- rate of defective deliverables provided to the customer;
- customer problem resolution; and
- time taken to resolve customer problems.

31. (Previously presented) A balance sheet for measuring intellectual capital of an enterprise comprising:

a list of metrics operable to value one or more intellectual capitals, wherein each intellectual capital comprises:

human capital comprising one or more capabilities of one or more individuals associated with the enterprise;

structural capital comprising experience and expertise of the enterprise embedded in one or more processes, policies, and systems associated with the enterprise; and

external capital comprising a value of one or more business relationships of the enterprise with one or more entities;

the list of metrics comprising one or more metrics present within the human capital, one or more metrics within the structural capital, and one or more metrics within the external capital, wherein the list of metrics comprises one or more monetary metrics and one or more non-monetary metrics;

a set of algorithms operable to scale the metrics, wherein the scaled non-monetary metrics and monetary metrics are operable to be mathematically associated;

a set of mathematical calculations operable to associate the scaled metrics and further operable to quantify the intellectual capitals based on the associated metrics; and

a management view of the quantified intellectual capitals.

32. (Original) The balance sheet of Claim 31, wherein the human capital is determined based on a plurality of parameters, including one or more of the following:

competency information;

performance of staff;

training and education of the staff;

attitudes of the staff;

usage of contractors; and

experience of staff.

33. (Original) The balance sheet of Claim 31, wherein the structural capital comprises innovation capital and process capital.

34. (Original) The balance sheet of Claim 33, wherein the innovation capital is determined based on a plurality of parameters, including one or more of the following:

- internal communications regarding inventions;
- external communications regarding the inventions;
- patent protection; and
- delivery to market of products or services embodying the inventions.

35. (Original) The balance sheet of Claim 33, wherein the process capital is determined based on a plurality of parameters, including one or more of the following:

- internal investment;
- business improvement;
- collaboration among staff;
- support tools for the staff;
- information sharing; and
- speed and quality of deliveries.

36. (Original) The balance sheet of Claim 31, wherein the external capital comprises supplier capital, customer capital, partner capital, and image in market.

37. (Original) The balance sheet of Claim 36, wherein the supplier capital is determined based on a plurality of parameters, including one or more of the following:

- a satisfied supplier index;
- success in leveraging internal suppliers to external markets; and
- customer satisfaction with suppliers.

38. (Original) The balance sheet of Claim 36, wherein the customer capital is determined based on a plurality of parameters, including one or more of the following:

- capabilities of customers;
- relationships with the customers; and
- satisfaction of the customers.

39. (Original) The balance sheet of Claim 36, wherein the partner capital is determined based on a plurality of parameters, including one or more of the following:

- a partner satisfaction index;
- customer satisfaction with a partner; and
- competence enhancing partners.

40. (Original) The balance sheet of Claim 36, wherein the image in market is determined based on a plurality of parameters, including one or more of the following:

- image in a community;
- market analysis ratings;
- white papers published;
- attendance at external seminars;
- hosting of the external seminars; and
- industry recognition awards.

41. (Original) The balance sheet of Claim 31, wherein the management view of the quantified intellectual capitals comprises a radar diagram, wherein the radar diagram comprises:

- a plurality of scaled axes, wherein each scaled axis represents one of the metrics present in the relationship; and
- a point on each axis to represent the value associated with the metric.

42. (Original) The balance sheet of 41, wherein the set of mathematical calculations operable to associate the scaled metrics and further operable to quantify the intellectual capitals based on the associated metrics comprises determining the total area enclosed in the radar diagram.

43. (Original) The balance sheet of Claim 32, wherein the competency information is determined based on a plurality of metrics, including one or more of the following:

- experience in a competency type, and
- experience of workforce.

44. (Original) The balance sheet of Claim 32, wherein the performance of staff is determined based on a plurality of metrics, including one or more of the following:

- turnover;
- median age of staff in organization;
- succession planning;
- revenue generating staff/efficiency of organization;
- internal grading;
- professional internal grading;
- timely appraisals;
- number of days absenteeism;
- mentored staff;
- social network mapping;
- knowledge sharer performance; and
- leverage effect.

45. (Original) The balance sheet of Claim 32, wherein the training and education of the staff is determined based on a plurality of metrics, including one or more of the following:

- training investment;
- education level per staff member; and
- training provided.

46. (Original) The balance sheet of Claim 32, wherein the usage of contractors is determined based on a plurality of metrics, including one or more of the following:

- revenue generating staff/efficiency of organization;
- time not spent on productive work; and
- value added per staff member.

47. (Original) The balance sheet of Claim 34, wherein the internal communications regarding inventions is determined based on a plurality of metrics, including one or more of the following:

- best practice shared;
- usage of best practices;
- usage of a piece of knowledge;
- new ideas generated; and
- white papers published.

48. (Original) The balance sheet of Claim 34, wherein the patent protection regarding inventions is determined based on a plurality of metrics, including one or more of the following:

- number of patents owned;
- value of patents owned; and
- number of patents proposed.

49. (Original) The balance sheet of Claim 34, wherein the external communications regarding inventions is determined based on a plurality of metrics, including one or more of the following:

- published internal achievements;
- words in print;
- external seminar hosting; and
- work being done by academic bodies.

50. (Original) The balance sheet of Claim 34, wherein the delivery to market of products or services embodying the inventions is determined based on a plurality of metrics, including one or more of the following:

- capabilities to market;
- services sold;
- time to market; and
- investment in own research and development.

51. (Original) The balance sheet of Claim 35, wherein the internal investment is determined based on a plurality of metrics, including one or more of the following:

- investment in internal structures;
- benefits attributable to internal projects;
- spend on internal IT systems; and
- spend on knowledge sharing facilities.

52. (Original) The balance sheet of Claim 35, wherein the business improvement is determined based on a plurality of metrics, including one or more of the following:

- improvement suggestions; and
- improvement suggestions implemented.

53. (Original) The balance sheet of Claim 35, wherein the collaboration among staff is determined based on a plurality of metrics, including one or more of the following:

- time saved by leveraging;
- time to market;
- number of processes leveraged;
- number of projects leveraged;
- knowledge bank;
- potential cost savings from shared information; and
- potential increases in revenue from shared information.

54. (Original) The balance sheet of Claim 35, wherein the support tools for the staff is determined based on a plurality of metrics, including one or more of the following:

- volume of Email passed around the company;
- intranet accessibility;
- number of different facilities used to access information; and
- tool availability for staff.

55. (Original) The balance sheet of Claim 35, wherein the information sharing is determined based on a plurality of metrics, including one or more of the following:

- potential cost savings from shared information;
- information availability for staff;
- completed documents for repository;
- knowledge sharer performance;
- documented processes; and
- documented templates available for sharing.



56. (Original) The balance sheet of Claim 35, wherein the speed and quality of deliveries is determined based on a plurality of metrics, including one or more of the following:

- delivery speed and quality;
- number of processes with reduced cycle time;
- rate of defective deliverables provided to customers;
- time taken to resolve a customer problem;
- customer problem resolution;
- time taken to resolve customer problems; and
- time taken to locate a resource.

57. (Original) The balance sheet of Claim 38, wherein the capabilities of the customers is determined based on a plurality of metrics, including one or more of the following:

- number of organization enhancing customers;
- value of organization enhancing customers;
- number of staff competence enhancing customers;
- number of competence enhancing customers;
- number of image enhancing customers;
- customer spend on staff competence; and
- enhancing projects.

58. (Previously presented) The balance sheet of Claim 38, wherein the relationships with the customers is determined based on a plurality of metrics, including one or more of the following:

- win/loss index;
- customer spend with business;
- referenceability;
- proportion of large customers;
- longevity of customers;
- frequency of repeat orders;
- value of repeat orders;
- devoted customers ratio;
- profitability per customer;
- contract renewals;
- contract terminations;
- number of staff per customer; and
- time spent interfacing with customer.

59. (Original) The balance sheet of Claim 38, wherein the satisfaction of the customers is determined based on a plurality of metrics, including one or more of the following:

- satisfied customer index;
- number of customer visits to company;
- new customer site reports;
- rate of defective deliverables provided to the customer;
- customer problem resolution; and
- time taken to resolve customer problems.